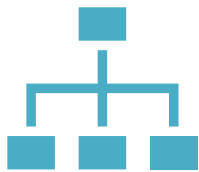




# Dallas County HR Operating Model

Organizational Structure, Maturity Model,  
and Strategic Framework

# Why Change Now



Parallel initiatives require a clean HR hierarchy.

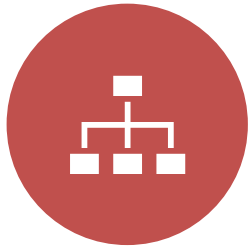


Current levels of rework and recurring errors create inefficiency.



Need for countywide consistency and predictable HR processes.

# Guiding Principles



Specialization and clear spans of control.



Standardize before automating.



Centralize governance, decentralize competence.



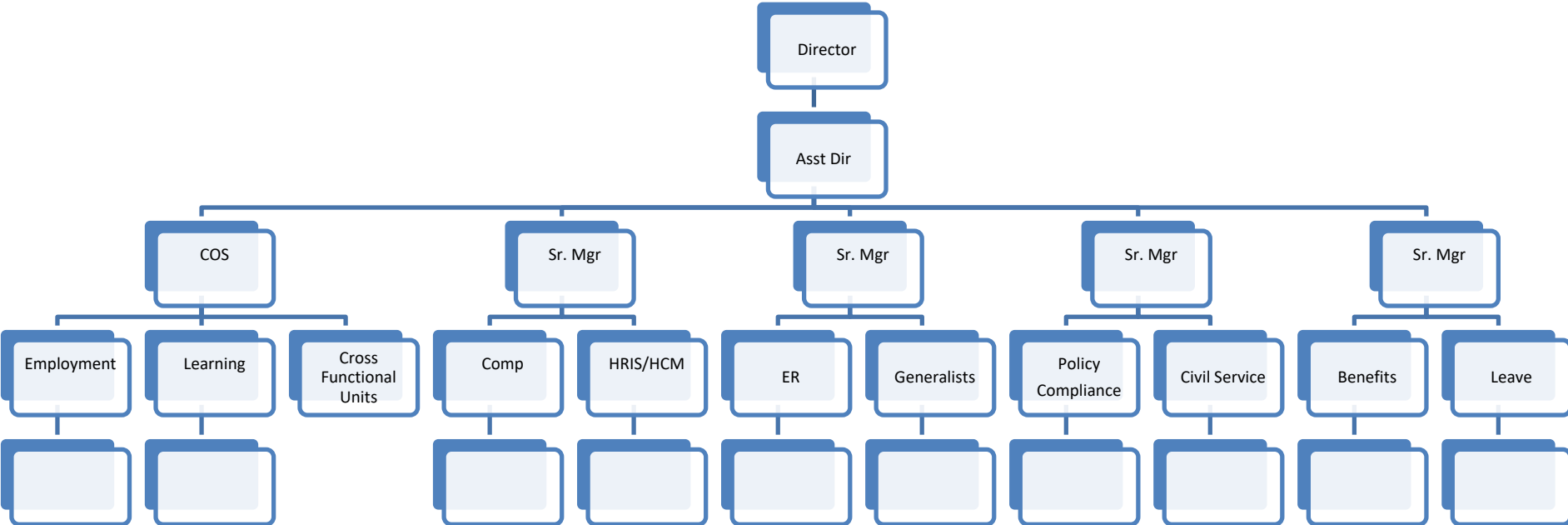
Use SharePoint, Intranet, Town Halls for knowledge sharing. Supported by Learning Management System

# Target Organizational Structure

- HR Director – Strategy and policy
- Deputy HR Director – Operational accountability
- Ten core functional divisions
- Chief of Staff - Cross-functional support functions for Communications and Analytics – Matrix organizations

# Organizational Chart

- The following is a draft high-level overview of one possible organization chart
- Each section manager adds a critical position addition that supports guiding principles



# Roles & Charters

- Employee Relations: Investigations and policy enforcement.
- HRIS: Governance of position management and workflows.
- Generalists: Decentralized HR capacity across departments.
- Other core functions support generalists.

# Service Delivery Model

- Central HR handles complex cases and governance.
- Generalists handle local HR inquiries.
- Self-service supported through SharePoint and Intranet resources.

# Knowledge Sharing Infrastructure



SharePoint  
document libraries  
for policies and  
SOPs.



Intranet as the  
primary HR learning  
hub.



Town Hall sessions  
for updates and live  
Q&A.

# HR Capability Maturity Model

Level	1-Foundational	2-Stabilizing	3-Scaling
Governance	Uneven policy	SOPs for core HR	Section & Cross functional governed
HRIS Data Integrity	Position data inconsistent, limited reporting	Data cleanup, baseline dashboard	Position hierarchy and automated workflow
Processes	Some doc. High rework	Mapped, error hotspots identified	Standardized, rework reduced
Decentralized capacity	Heavy reliance on central HR	Pilot generalists trained	Generalists handle common inquiries
Knowledge Mgmt	Ad-hoc files & email	SharePoint Libraries	Embed microlearn
Analytics & KPIs	Few cycle time metrics	Cycle time core processes	Dashboard, SLA adherence
Employee experience	Variable SLAs, long turn-around	Defined SLAs for inquiries	Consistent service levels
Risk compliance	Reactive	Scheduled checks	Proactive compliant

# KPI Dashboard Examples

- Cycle time for hires and HR transactions.
- Error and rework rates.
- Service Level Agreement adherence.
- Compliance exceptions.

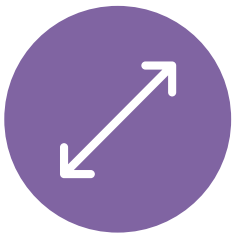
# Four-Quarter Roadmap



Q1: Org confirmation and data cleanup.



Q2: SOP standardization and SharePoint rollout.



Q3: Generalist upskilling and self-service expansion.



Q4: Dashboard integration and maturity reviews.

# Change Management Strategy



ENGAGEMENT  
WITH  
DEPARTMENT  
LEADERS.



COMMUNICATION  
CADENCE.

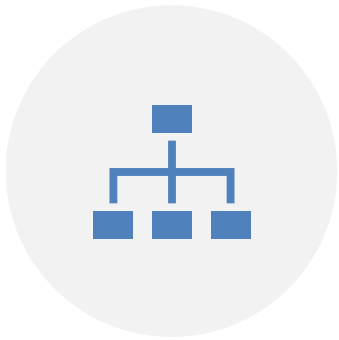


TRAINING  
PLAN FOR  
SUPERVISORS  
AND  
GENERALISTS.



MEASUREMENT  
OF ADOPTION.

# Risks and Mitigations



HIERARCHY DRIFT RISK:  
IMPLEMENT GOVERNANCE  
AND STEWARDSHIP.



PROCESS INCONSISTENCY:  
SOP AUDITS.

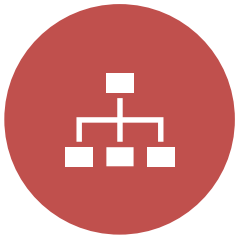


CULTURAL RESISTANCE:  
ADDRESS VIA TOWN HALLS.

# Decision Points

- Confirm reporting lines and roles.
- Approve operational charters.
  - Team purpose
  - Objectives (SMART)
  - Team roles and responsibilities
  - Communication protocols – guidelines
- Resource allocation for training and content development.

# Next Steps



PUBLISH THE  
FINAL ORG  
CHART



LAUNCH  
SHAREPOINT  
HUBS



SCHEDULE  
TOWN HALLS



CONDUCT  
QUARTERLY  
MATURITY  
ASSESSMENTS

## FY27 FISCAL PRIORITIES

## HR OPERATING MODEL OPPORTUNITIES

- Eliminate duplicative/low-value spending
- Improve procurement discipline
- Review contracts & vendor consolidation
- Engage in category strategy development

- Add procurement governance responsibilities under HRIS/Chief-of-Staff
- Integrate contract review checkpoints
- Add vendor management metrics Dashboard

- Set limited mission-aligned priorities
- Demonstrate measurable outcomes
- Strengthen the linkage between funding results

- Add span-of-control compliance labeling in org diagrams
- Vacancy analytics and forecasting in HRIS

- Submit org charts & analyze spans
- Target span-of-control ranges (6-most levels)
- Identify consolidation opportunities

- Add vacancy management workflow (workforce data exchange process)
- Vacancy analytics and forecasting in HRIS

- Escrow & Enterprise Fund Use
- Countywide unified action in staffing or procurement
- Reduce pressure on the Financial Fund

- Incorporate FY27 messaging into change management & communications slides
- Reinforce HR's role as a convening forum and structural workshops